



Competitive Sourcing Communications Plan

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Section 1. Introduction

The Federal Aviation Administration (FAA) is conducting a competitive sourcing study of the Flight Service Station (FSS)/Automated Flight Service Station (AFSS) function (from here forward referred to as FSS) in accordance with Office of Management and Budget (OMB) Circular A-76 policy. A competitive sourcing study will determine whether it is more efficient and cost effective to have FSS functions performed by the public or private sector. This initiative is comprised of multiple phases during which planning, information gathering, and analyses are performed. Throughout the process, obtaining input from various FAA organizations and stakeholders is critical. The competitive sourcing process is complex in nature because the overall outcome will impact FAA workforce, unions, and internal and external customers. There will likely be anxieties among these stakeholders, as they will have varying degrees of expectations regarding the outcome of the study. For these reasons, a Communications Plan is an important component of this competitive sourcing effort.

A Communications Plan is the vehicle for ensuring that the FSS workforce and other stakeholders receive accurate, consistent and up-to-date information regarding the competitive sourcing initiative. It is the key to ensuring stability of this effort and productivity of current operations by reducing rumors, helping maintain morale and cooperation, encouraging open lines of communication and feedback, and providing an avenue for guidance and clarification.

1.1. Plan Objectives

The objectives of this Communications Plan are to ensure that the FSS workforce and other stakeholders:

- Receive a complete, clear, and accurate explanation of both the competitive sourcing process and specific progress on this competitive sourcing effort, in a concise, timely, and consistent manner
- Create an environment that encourages information sharing and open dialogue to foster cooperation and understanding
- Minimize the dissemination of inaccurate information.

1.2. Plan Components

This plan provides the overall process and guidelines to ensure effective communication of important information throughout the competitive sourcing process. Specifically, the plan highlights the following:

- 1) Types of information that need to be conveyed throughout the competitive sourcing initiative
- 2) Audience to whom the communications are directed
- 3) Mediums and tools that will be used to communicate and disseminate information
- 4) Roles and responsibilities of organizations and stakeholders included in the lines of communication
- 5) Sequence and frequency of events in which specific information will be communicated

1.3. General Guidelines for Communication

Communication involves the sharing of information, and requires a system that educates, informs, and contains built-in mechanisms for feedback and positive interaction. The style, degree of detail, and delivery vehicle (i.e. open forum, website, newsletter, etc.) are all important considerations before communication begins. Accessible and rapid communication is key to ensuring cooperation, stability, and continued facilitation of the competitive sourcing process. Regardless of the message and who is involved in the communication processes, there are basic tenants of communication that are important and must be followed carefully for the communication process to be effective. Communications must be:

- **Timely:** Communication should occur in a logical sequence aligned with the various phases of the competitive sourcing process. Questions and issues should be responded to quickly and the distribution process should be rapid.
- **Accurate:** Communications must be reviewed carefully to include checking sources and content to ensure information is absolutely accurate. Providing incorrect information adds work to correct the error, and impacts the credibility of the source for future communications.
- **Complete:** Omitting vital information can be just as damaging as providing inaccurate information. It is also important to anticipate follow on questions and concerns resulting from the communication.
- **Understandable and Concise:** Understanding the audience to include their state of mind, attitude, and level of understanding of the issues is critical in developing the message. Failure to take this into consideration can lead to unnecessary irritation, confusion, rumors, and loss of credibility.
- **Consistent:** The basic “message” must be consistently conveyed. Great care is required to ensure that all “messengers” carry the same information.

Section 2. Information and Audience Groups

This section defines the types of information that need to be conveyed throughout the competitive sourcing initiative and the audience to whom the communications will be directed. Details for each type of communication are also outlined in this section.

2.1. Information

Forms of information that need to be disseminated include initial communication, status and progress reporting, and process objectives and methodology. Details for each of these are provided in the following paragraphs, including the types of information that will need to be conveyed and general descriptions of the message and purpose; however, the specific order in which the flow of information should occur is not specified below. Section 3 on Communication Mediums will identify various vehicles that can be used to convey the information listed below and will define specific forms of communication that need to take place throughout the competitive sourcing process.

1. **Initial Communication:** The working group tasked with managing the competitive sourcing initiative (i.e. Management Working Group) has the responsibility to coordinate initial communication to FAA Management at Headquarters and Regional Offices, the Union and affected employees, and ultimately to Congress. Information stating the intent to conduct a competitive sourcing study, including the purpose, scope, and timing, will be provided through various briefings and meetings. In addition, initial questions, concerns, and issues will be fielded and addressed. Parties involved in the planning process should simultaneously develop information materials for release at the earliest point before this intent becomes known through informal channels. Providing information early on will set a proper tone for conducting the study and will be reflected in the level of cooperation from those who will be involved in developing key portions of the solicitation and the Management Study. The initial notification is an audience driven activity in that it will normally begin with briefings at the highest level and filter down through management to the employees and out to external stakeholders. The following table provides specific types and brief descriptions of each initial communication identified.

	Information/ Specific Communication	Description
1	Notification to Union of Potential Study	Official notification that the FSS function has been identified as a candidate for competitive sourcing. Includes a follow-up briefing to explain the competitive sourcing process and answer preliminary questions from union stakeholders.
2	Formal Study Announcement	Official announcement by the FAA Administrator of the impending competitive sourcing study to be performed on the FSS function.
3	Process Overview for Air Traffic Management Team (ATMT)	Briefing to Air Traffic Management Team to introduce the competitive sourcing process and answer preliminary questions.

	Information/ Specific Communication	Description
4	Process Overview for Regional Office (RO) Personnel	Visit to each RO and briefing to staff and field managers, supervisors, union and human resource representatives and other lines of business to introduce the competitive sourcing process and answer preliminary questions.
5	Process Overview for Workforce	Information such as briefing slides and taped presentations disseminated to FSS field managers/supervisors and affected employees.

2. **Status and Progress.** Continuous progress updates are essential for ensuring that the competitive sourcing study stays within the designated timeframe, and all parties are kept abreast of new developments, complications, and/or findings. Weekly status reports will be prepared to describe progress on competitive sourcing products and to highlight issues that may require resolution. The Management Working Group will hold weekly meetings to discuss progress and to determine next steps. There will also be monthly communication via newsletter and/or a website to disseminate study progress information to union representatives and the general workforce. Binders will be created for posting A-76 related reference and update information. Announcements of the tentative and final decisions will be accomplished through a formal letter and publications via the newsletter and website. The following table lists the status and progress items that need to be communicated.

	Information/ Specific Communication	Description
1	Status and Progress of Competitive Sourcing Products	Status of specific products under development, schedule adjustments, and resolution of issues.
2	Action Item Assignment / Issue Resolution	Assignment and discussion of action items to be completed, and resolution and documentation of issues throughout the competitive sourcing process.
3	General Study Progress	Overall status of products under development and adherence to project schedule.
4	Tentative and Final Decisions	Announcement of tentative and final decisions resulting from the competitive sourcing cost comparison.

3. **Objectives and Methodologies.** As required, study objectives and methodologies will be communicated to the stakeholders involved in the competitive sourcing process as a means of explaining the course of action that is suggested through various phases of the project and the purpose behind such actions. More formal training will be planned for at least those who will be specifically involved in the development of certain competitive sourcing products. The following table depicts the objectives and methodology communication that will need to take place throughout the competitive sourcing process.

	Information/ Specific Communication	Description
1	Process Overview	Stakeholder education on competitive sourcing from a broader perspective on an as needed basis.
2	Instruction on Development of Specific Products	Formal training of team members on the development of specific competitive sourcing products (can be either scheduled or just-in-time training).

4. **Reports and Findings.** Numerous products will be created throughout the competitive sourcing process. The Management Working Team will disseminate results and summaries of these products to appropriate stakeholders as required. The purpose of these results and summaries is to relay the findings

of each phase of the study through presentation of analysis, documentation of findings, and associated recommendations. The following table depicts the products that will be created throughout the competitive sourcing initiative, which will be distributed to appropriate stakeholders. The communication medium and the audience groups for each product are not specified in this document, as they will be determined and communicated at a later date.

	Products	Description
1	Feasibility Study	Study to determine the feasibility of successfully performing an OMB A-76 competition on the commercial activities selected for study.
2	Business Case Analysis	Study to help define the overall scope of the PWS(s) including administrative and supervisory activities, number of solicitations to issue based on regional makeup and activity grouping, and A-76 and contracting method to employ.
3	Action Plan	Plan depicting the requirements; activities and assignments; roles and responsibilities; tasks and major milestones; and resource requirements for training and performing study tasks.
4	Communications Plan	Vehicle for ensuring that the FAA stakeholders receive accurate, consistent and up-to-date information regarding the competitive sourcing initiative.
5	Performance Work Statement (PWS)	Government's request for proposal (RFP) / statement of work to which government and commercial bidders will respond.
6	Quality Assurance Surveillance Plan (QASP)	Plan for managing performance and ensuring service quality.
7	Management Plan	Government's response to the PWS including the Most Efficient Organization (MEO), the Technical Performance Plan (TPP), the Transition Plan (TP), and the In-House Cost Estimate (IHCE)

2.2. Audience Groups

Various types of information will need to be communicated throughout the competitive sourcing process. It is important to keep in mind the audience for which the information is intended. In general, communications will be directed toward the following audience groups:

1. **Workforce** – includes the workforce performing the activities for the function under study including the supervisors and the administrative personnel who support the function. For this particular study, the workforce includes all FSS employees.
2. **Union** – includes the union representation for the workforce performing the function under study. For the purposes of this study, the union representation is the National Association of Air Traffic Specialists (NAATS) and the Professional Airways Systems Specialists (PASS).
3. **Internal Stakeholders** – includes internal FAA management and specific groups assembled for the purposes of this study. Members include:
 - **FAA Management** – Principle staff, directors and other Executives of the Administrator and the Federal Aviation Administration

- **Executive Steering Group** – Senior Executives appointed to provide oversight and support to the Management Working Group of the competitive sourcing initiative
 - **Management Working Group** – Competitive Sourcing Program Manager, representatives from key study support offices (i.e., legal, contracting, human resources, public affairs, labor relations, etc.), subject matter experts of functions under study, and the competitive sourcing support contractor (i.e., Grant Thornton)
 - **Communications Team** – Representatives from the Management Working Group and other offices directly involved in producing and disseminating communications using various media
 - **Individual Study Teams** – Representatives assigned to support specific phases of the study (i.e., PWS Team, Management Study Team, etc.)
4. **External Stakeholders** – includes stakeholders outside of the FAA that have an interest in the study, either in its entirety, or a specific phase. Potential members include:
- Department of Transportation (DOT)
 - Office of Management and Budget (OMB)
 - Congress
 - Other government agencies
 - Customers (i.e., general aviation and military aviators)
 - All professional organizations (i.e., Aircraft Owners and Pilots Association (AOPA), Air Line Pilots Association (ALPA), Small Aircraft Manufacturers Association (SAMA), National Business Aviation Association (NBAA), Experimental Aircraft Association (EAA))
 - General public (i.e., potential bidders)

Each audience group will have a different perspective and therefore offers unique challenges, concerns and issues related to communication. Many factors need to be taken into account before defining the communication type and method to be used for each audience. Some of these may include the culture of the audience group, which may dictate the types of information to be communicated or the method employed for communicating. Specific sensitivities are also factors that need to be taken into account when communicating with specific audiences. Additionally, communication with potential bidders must go through the contracting officer. It is important to recognize all issues that can affect communication with each particular audience and address them upfront. Specific audience groups with whom specific communication types should be shared are provided in a later section of this document.

Section 3. Communication Mediums

Before any information is disseminated, it is important to identify the appropriate mediums for communication. The nature of the information and type of audience must be considered and analyzed to ensure that appropriate communication vehicles are selected. For example, all formal announcements throughout the process should be made by transmitting official FAA letters to appropriate parties. This will ensure that official messages are “made official”. On the other hand, to educate the workforce on the A-76 process, it makes more sense to present the information in person. This is to facilitate human interaction during an event where sensitive topics are being discussed and the audience group may have high levels of anxiety.

This section lists and describes the various types of communication mediums that will be employed throughout the competitive sourcing process. Specific communication mediums that will be used to disseminate the specific types of communication are described in a later section.

3.1. Mediums

The following mediums are those that will be more commonly used for communicating competitive sourcing study related information to all audience groups. A brief description and some general guidelines for developing and disseminating communication are provided for each medium in the following table.

#	Communication Medium	Description	Guidelines for Development and Dissemination
1	Official Letters / Formal Announcements	One-way communication tool typically used for making formal announcements to large-scale audience groups (i.e., announcement of study initiation to labor union organizations)	<ul style="list-style-type: none"> Should be a brief letter or document that provides background, intent, schedule of events, reasons for actions, affected parties, sources for additional information, and next steps for the discussion topic Generally released at the executive level and prepared using standard administrative procedures
2	Memorandums/ Status Updates	One-way communication tool typically used for relaying status and progress updates to targeted audience groups (i.e., competitive sourcing schedule updates)	<ul style="list-style-type: none"> Should be documented using standard memorandum or newsletter templates, since these will be typically communicated on a continual basis Contents may include recent news, updates from previous memo and newsletter items, and schedule of events Generally released at the executive level
3	In-Person Briefings	Interactive communication tool typically used for: <ul style="list-style-type: none"> Educating various audience groups on specific topics (i.e., A-76 process) Providing conclusions and findings on specific studies/ research performed (i.e., feasibility study findings) 	<ul style="list-style-type: none"> Should be in a presentation format (i.e., MS PowerPoint) that, depending on the topic, includes background, findings, methodology, objectives, conclusions, and next steps Briefings should be scheduled and appropriate stakeholders should be invited

#	Communication Medium	Description	Guidelines for Development and Dissemination
4	Open Forum	Interactive communication tool typically used for open discussions with various types of audience groups (i.e., town hall meetings, informal Q&A sessions). Depending on the topic(s) of discussion, attendance may be restricted	<ul style="list-style-type: none"> Materials for open forums should include meeting agenda, background on topics of discussion, and presentation (to facilitate Q&A interaction) Open forums should be scheduled and appropriate stakeholders should be invited
5	Facilitated Working Sessions	Interactive communication tool typically used for training various audience groups in various topics (i.e., data collection training during PWS development)	<ul style="list-style-type: none"> Facilitation materials should include background on topics of discussion, working materials, and exercises Facilitated working sessions should be scheduled and appropriate stakeholders should be invited
6	Web-Site / Electronic Bulletins	Electronic communication tool typically used for: <ul style="list-style-type: none"> Posting information that is meant to be published "system-wide" (i.e., periodic status and progress reports, FAQs, relevant links) Fielding and responding to questions, issues, and concerns of stakeholders through message boards, chat rooms and direct emails 	<ul style="list-style-type: none"> TBD
7	Competitive Sourcing Binder	Hard copy communication tool used for continual communication with the workforce regarding the status of the competitive sourcing study.	<ul style="list-style-type: none"> Materials for the binder should include background on the competitive sourcing study, articles pertaining to competitive sourcing, the OMB Circular A-76, and publishable study work products such as: <ul style="list-style-type: none"> Initial Workforce Briefing Feasibility Study Communications Plan Action Plan

Section 4. Roles and Responsibilities

Clear assignment of roles and responsibilities for communications are integral to the competitive sourcing process. This ensures that accountabilities are appropriately assigned to specific individuals and groups for communicating important information to affected stakeholders on a timely and consistent basis. This section illustrates an organizational model that supports the communications process and describes the roles and responsibilities of the organizations involved. It also highlights the review/approval process, high-level guidelines for union involvement, and guidelines for handling sensitive information. Specific assignment of roles and responsibilities for creating, reviewing, and disseminating specific types of communication are described in a later section.

4.1. Organizational Level Responsibilities

- ***FAA Leadership: Associate Administrator for Air Traffic Service*** and the ***Assistant Administrator for Financial Services*** and ***Chief Financial Officer*** will play an important role in communication throughout the competitive sourcing process. These individuals share the responsibility for formal communication to the Unions, Administrator and her management team and the aviation public.
- ***Air Traffic (AAT) Services*** will maintain an active role with the Management Working Group in communication for the duration of the competitive sourcing process. By virtue of position, AAT bears the bulk of the responsibility in responding to the needs of the workforce and must engage in listening to questions, concerns and apprehension of the workforce. AAT will forward pertinent information to the Management Working Group for evaluation and appropriate response on a broader level.
- ***Management Working Group (MWG)*** supports the communication process by overseeing the actions of the Communications Team in the form of receiving and reviewing information, and critiquing the overall communications process. Within the Management Working Group, the Program Manager (PM) is responsible for the day-to-day management of the plan and associated actions. The Management Working Group Program Manager will establish and chair a communications team (“Communications Team”), with selected Management Working Group individuals, to implement this plan. In addition, the following offices will designate a representative to support the team: Air Traffic Services (AAT), Human Resources Organizations (AHR), Office of Public Affairs (APA), and Office of the Chief Counsel (AGC). The PM will assign responsibility within the Communications Team for preparing communication materials, and request support for preparing materials from others within FAA as the need arises with regards to all actions related to competitive sourcing and individual study communications. To support the implementation of the competitive sourcing study, FAA has acquired the services of Grant Thornton to support the competitive sourcing program. While the Grant Thornton staff has specific contract parameters for performance, they are considered integral

Management Working Group members and will be active participants in the Communications Plan implementation. The MWG will hold a weekly core meeting and monthly meetings with the MWG Teams (i.e. Communications Team).

- ***Communications Team*** is the specific sub-component of the Management Working Group responsible for managing communications related to the competitive sourcing process. This team is responsible for developing or coordinating the development of information for dissemination, performing interface on communications issues with others, including the Management Working Group, and making recommendations about communications issues. This group will also recommend and develop various systems and processes to support effective communications, and provide the point of contact for coordination and review of all actions related to competitive sourcing communications. The Communications Team communicates both up to the MWG and down to the workforce and throughout the organization.
- ***Office of the Chief Counsel (AGC)*** will review all communication materials prior to release to external audiences and selected communication information for internal release, including information to be released on the FAA web site related to the competitive sourcing process. This is to ensure that legal and policy issues are considered, and any necessary changes made, prior to the dissemination of information.
- ***Office of Public Affairs (APA)*** will be the primary point of contact for the news media. Any calls or requests from reporters should be referred immediately to Public Affairs who, along with program managers, will determine the best response. As the manager of the FAA's website and publisher of Intercom, APA will arrange for appropriate coverage of the competitive sourcing program in the media. Additionally, the APA will review all competitive sourcing related materials prior to publication internally, externally and on the web site. The APA will ensure, prior to the release of information to the public, that the Management Working Group is informed of and reviews all information scheduled for release.
- ***Human Resources Organizations (AHR)*** are key to successful communications with both employees and unions. The AHR offices are support organizations and will act as a reference source for, and a liaison to, the Air Traffic Services (AAT), the Management Working Group (MWG), and FAA Management. The Office of Labor Relations (AHL) will act as the interface with the unions, provide advice on compliance with applicable Collective Bargaining Agreement and the Federal Service Labor-Management Relations Statute, and take the lead in any required negotiations with the union. The Office of Personnel (AHP) will act as the interface with employees to disseminate information regarding personnel policies and practices.

- ***Office of Government and Industry (AGI)*** will be the primary point of contact for congressional and aviation interest groups throughout the competitive sourcing process. AGI will help develop communication strategies for congressional and aviation groups. AGI will also review and edit all communication materials for dissemination to these audiences.
- ***Procurement Office (ASU)*** will review all communication materials prior to release to external audiences and selected communication information for internal release, including information to be released on the FAA web site related to the competitive sourcing process. This is to ensure that procurement and policy issues are considered, and any necessary changes made, prior to the dissemination of information.

4.2. Guidelines for Union Involvement

While union representatives will be involved in most aspects of the competitive sourcing process, the degree to which they are involved will vary depending on the nature of the activities performed and information shared in specific phases of the process. Union representatives may be significantly involved in the development of supporting documents such as the Performance Work Statement (PWS) and may provide input to certain parts of the Management Study.

As with all procurement sensitive proceedings, the number of personnel familiar with final portions of the Management Study will be limited and the Union representatives, as with other work group team members, will be restricted from full participation and knowledge of the complete document. All final decisions regarding the Performance Work Statement and Management Study are strictly the prerogative of FAA management. Upon approval, copies of certain documents will be provided to the extent so as not to violate procurement sensitivity restrictions.

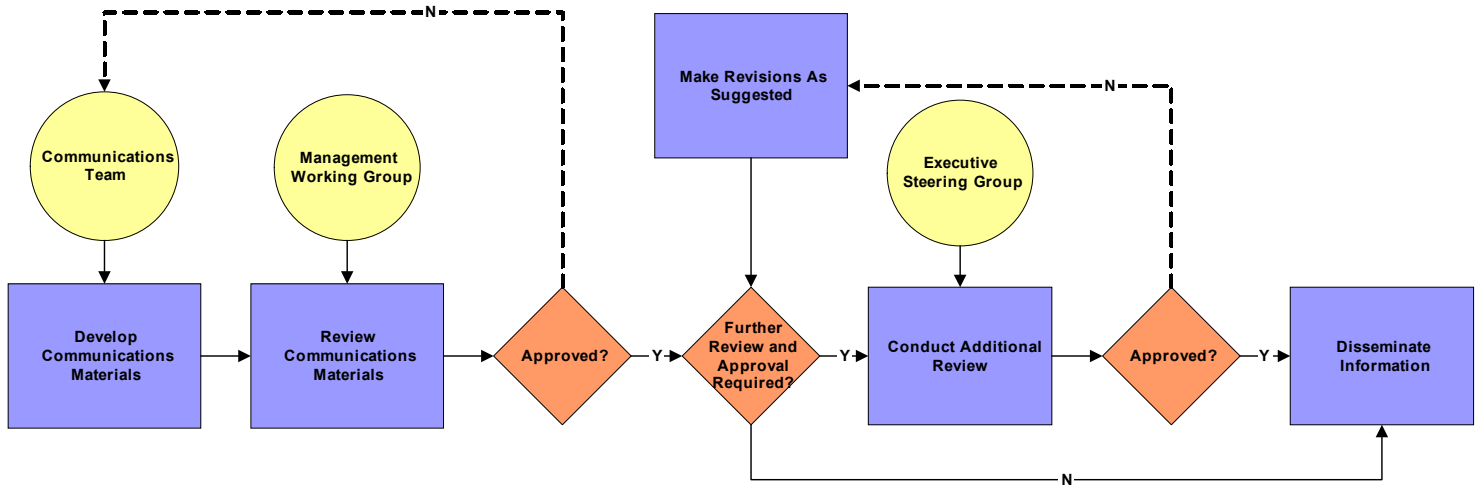
The following is a list of activities in which Union Representatives can participate:

- Participate as a member of the Communications Team
- Participate as a member of the PWS/QASP Team
- Help coordinate interviews, meetings and develop questionnaires
- Provide guidance and input to training and certification requirements
- Participate by providing input to appropriate portions of the Management Study within their respective areas of expertise
- Provide input for workload information, cycle time estimates, and performance standards
- Refining recommendations for process improvements
- Assist in development of position descriptions
- Assist in responding to Independent Review inquiries
- Assist in dissemination of accurate and timely information to the workforce.

Union Representatives cannot participate in development of final portions of the MEO, TPP, TP or the IHCE.

4.3. Review, Approval, and Dissemination

The Communications Team and the Management Working Group will maintain responsibility for following a structured approach to disseminate information. Before information is distributed however, appropriate review and approval must be conducted. The following is a high-level process map for review, approval, and dissemination of information:



Information discussed in Communications Team and Management Working Group meetings should be assumed at all times to be confidential in nature unless otherwise specified; and thus not be communicated to other parties verbally or in written form without the specific consent of the Communications Team and Management Working Group PM. General guidelines for this process include:

- All written materials prepared for dissemination regarding the competitive sourcing process and studies, as well as scheduled meetings of any type whose purpose is to provide or exchange information about the study, will be approved by the Management Working Group Program Manager (PM).
- The PM will facilitate additional review and approval by others as needed.
- AHR will approve materials prepared that involve personnel and union issues and questions.
- The Contracting Officer assigned to the competitive sourcing initiative will approve materials prepared that involve contracting issues or questions.

4.4. Control of Sensitive Information

To ensure integrity of the competitive sourcing process and to protect the government and employee interests, various pieces of information will be classified as procurement sensitive and will not be released internally (except for a selected few individuals) or externally. This sensitivity includes written, electronic and verbal communications. In addition, information pertaining to specific phases of the study shall only be disseminated to the study groups working on that particular phase. For example, only Management Study Team members shall receive information related to MEO development. The Management Working Group will ensure that those supporting the study are aware of the sensitive information and do not disclose information outside authorized

channels. To ensure that study information remains confidential, every member of the study team will sign non-disclosure statements. A firewall will be maintained between the PWS and Management Study teams at all times to maintain the integrity of the competitive sourcing process. Implementation of firewalls requires that no individuals work on both the PWS and Management Study teams. Violations of these firewalls subject the process to potential appeals and undermine fair competition.

Section 5. Summary and Sequence of Events

This final section brings together all of the aspects of a Communications Plan discussed previously into a summary table, which specifies:

- Information/Communication Type
- Audience Group
- Communication Frequency
- Communication Medium
- Roles and Responsibilities

Also provided is the overall timeline for all communications that need to occur throughout the competitive sourcing process.

5.1. Summary Table

#	Information/ Communication	Audience Group(s)	Communication Frequency	Communication Medium(s)	Prepared By	Approved By
Initial Communications						
1	Notification to Union	Union Leadership	One time	Official letter	Management Working Group (GT)	<ul style="list-style-type: none"> • FAA Leadership • MWG Leadership
2	Overview of Competitive Sourcing Process for Union	Union Representatives	One Time	In-Person Briefing	Management Working Group (GT)	<ul style="list-style-type: none"> • FAA Leadership • MWG Leadership
3	Formal Announcement of Competitive Sourcing Study	<ul style="list-style-type: none"> • DOT • OMB • Union/workforce • Congress 	One Time	<ul style="list-style-type: none"> • Official Letter • Status Update • Website 	Management Working Group	<ul style="list-style-type: none"> • FAA Leadership • MWG Leadership • Office of Legal Counsel • APA
4	AAT Program Manager Briefing	AAT Program Managers	One Time	In-Person Briefing	Management Working Group (GT)	<ul style="list-style-type: none"> • FAA Leadership • MWG Leadership
5	Regional Office Briefings	<ul style="list-style-type: none"> • Regional Office Managers • FSS Managers • Union Representatives 	One Time (at each RO)	In-Person Briefing	Management Working Group (GT)	<ul style="list-style-type: none"> • FAA Leadership • MWG Leadership

#	Information/ Communication	Audience Group(s)	Communication Frequency	Communication Medium(s)	Prepared By	Approved By
6	Workforce Information	<ul style="list-style-type: none"> Workforce Union Representatives 	One Time	<ul style="list-style-type: none"> In-Person Briefing Open Forum A-76 Binder Briefing Video 	Management Working Group (GT)	<ul style="list-style-type: none"> FAA Leadership MWG Leadership
Status & Progress						
7	Management Working Group (MWG) Meetings	MWG Members	Weekly	Open Forum	Management Working Group Members	N/A
8	Executive Steering Group (ESG) Meetings	ESG Members	Monthly and Ad hoc	Open Forum	<ul style="list-style-type: none"> Executive Steering Group Members Mgmt. Working Group Members 	N/A
9	Communications Team Meetings	Communications Team Members	Monthly and Ad hoc	Open Forum	Communications Team Members	N/A
10	Individual Study Team Meetings	Individual Study Team Members	Weekly and Ad hoc	Open Forum	Individual Study Team Members	N/A
11	Study Progress	<ul style="list-style-type: none"> Workforce Union 	Monthly	<ul style="list-style-type: none"> Status Update Website A-76 Binder 	Management Working Group Members	MWG Leadership
12	Tentative Decision	<ul style="list-style-type: none"> Workforce/Union All Internal and External Stakeholders 	One Time	<ul style="list-style-type: none"> Official Letter Status Update Website A-76 Binder 	Contracting Officer	Procurement Office
13	Final Decision	<ul style="list-style-type: none"> Workforce/Union All Internal and External Stakeholders 	One Time	<ul style="list-style-type: none"> Official Letter Status Update Website A-76 Binder 	Contracting Officer	Administrative Appeals Authority
Objectives and Methodologies						
14	Competitive Sourcing Overview	Internal Stakeholders	As needed	<ul style="list-style-type: none"> In-Person Briefings Facilitated Working Sessions 	Management Working Group (GT)	MWG Leadership
15	PWS/QASP Training	<ul style="list-style-type: none"> Individual Study Teams (PWS/QASP Participants) Management Working Group 	One time	<ul style="list-style-type: none"> Facilitated Working Sessions 	Management Working Group (GT)	MWG Leadership
16	Management Study Training	<ul style="list-style-type: none"> Individual Study Teams (Management Study Participants) Management Working Group 	One time	<ul style="list-style-type: none"> Facilitated Working Sessions 	Management Working Group (GT)	MWG Leadership

5.2. Timeline

[illegible]